

Committee/Panel – Overview & Scrutiny
(Performance & Growth), 1st July 2026.
Cabinet – 14th July, 2026
Council – 15th July, 2026

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Lead Cllr: Sarah Conboy, Executive Leader and
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Wards	Open / Exempt	Key Decision?
All	Open	Yes

Corporate Plan Refresh 2026/27

Executive Summary:

This report presents Members with the refreshed Corporate Plan, which includes revised lists of key actions and performance indicators for 2026/27.

The Corporate Plan for 2023-2028 was adopted in March 2023 with three priorities for the Council and related outcomes. These were accompanied by a list of actions and performance indicators.

Actions are reviewed each year and updated based on completed work or new strategies identified through pilot activities or engagement with partners and residents. Performance reporting adapts with new or improved measures proposed when better indicators are discovered. The proposed changes to performance indicators for 2026/27 are presented.

Recommendations

Council is recommended to:

- 1.1. Endorse the refreshed Corporate Plan (Appendix A)
- 1.2. Endorse the Key Performance Indicators to Council (Appendix D)

Report Author(s)

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1. PURPOSE OF THE REPORT

- 1.1** This report updates Members on the refresh of the Corporate Plan for 2023-2028 and presents the actions and performance indicators for 2026/27 to Council for approval.

2. BACKGROUND & CONTEXT

- 2.1** The Corporate Plan outlines the Council's priorities, desired outcomes, and strategies. The action plan and key performance indicators will be updated annually to remove completed actions, introduce new ones based on recent progress and engagement, and ensure that the Council utilises the most relevant measures reflecting public and government priorities.

2.2 Priorities and Outcomes

- 2.2.1** The revised Corporate Plan (Appendix A) seeks to achieve the same outcomes as the previous administration (2022-2026). This plan reflects the vision co-created with communities as set out in Huntingdonshire Futures:

"We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home."

- 2.2.2** The Corporate Plan recognises the emerging changes in Local Government organisation, following the English Devolution White Paper. Whilst we await the outcome of the submitted proposals, the Corporate Plan sets out how everything the Council does will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximised. The Council's services remain vital to communities, and the Council will continue to deliver them to the highest standard possible and remain focused on this plan, delivering the best for the district now and into the future.

2.3 Actions

- 2.3.1** The refreshed Corporate Plan remains ambitious, while also being clear on what the Council can do, enable and influence as a district council, and includes actions that are to be delivered over multiple years. This refresh includes 29 new actions and 27 that were carried forwards. Thirty-three actions from the 2025/26 plan have been completed, or are scheduled to be completed, and are not carried forward.
- 2.3.2** The Corporate Plan actions for 2026/27 consist of 27 actions we will Do, 11 actions we will Enable and 18 actions we will Influence to be delivered.
- 2.3.3** Appendix B sets out the Corporate Plan Actions for 2025/26, highlighting which are completed or carried forward. The Council's end of year performance for 2025/26 was presented to Overview and Scrutiny and Cabinet in June 2026.
- 2.3.4** Appendix C sets out the details of the Corporate Plan Actions for 2026/27, identifying those that are carried forward, revised or are new.

2.4 Operational Performance Measures

- 2.4.1** Pages 28 through 30 of the Corporate Plan (Appendix A) lists the Key Performance Indicators proposed for 2026/27.
- 2.4.2** The proposed targets and tolerances are outlined in Appendix D. They were drafted with key stakeholders, taking into consideration past performance, available resources, and any known issues or challenges, as well as relevant benchmarking data where applicable. Feedback from the members briefing in December 2025 and from the Overview and Scrutiny (Performance & Growth) meeting on January 21st, 2026 have also been taken into account.
- 2.4.3** In summary:

	2025/26 Total	2026/27 Total	2026/27 Target Stretched	2026/27 Target Relaxed	2026/27 Subject to Change
Number of KPIs	35	35	9	3	4

- 2.4.4** Metrics within the Operational Performance Measures are aligned with the Local Outcomes Framework – a new framework which enables outcomes-based performance measurement against key national priorities delivered at the local level. The framework has 127 outcome metrics and outcome metric placeholders across 16 priority outcomes which link directly back to the safety and wellbeing of residents. Councils are responsible for the monitoring and reporting this metrics for the launch of a national digital tool in 2026. Therefore, it is important that Huntingdonshire District Council is cognisant of the emerging reporting requirements and ensures appropriate governance and data quality are in place to support compliance. Doing this will create an opportunity for greater transparency with residents.
- 2.4.5** Both quarterly and year-end results will continue to be published via the Overview & Scrutiny (Performance & Growth) Panel, Cabinet meeting agendas and on the website.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 Option 1: Redesign of the Corporate Plan.

- 3.1.1** This option would involve a full redesign of the Corporate Plan, including revising the Councils priorities and outcomes.
- 3.1.2** This option was not recommended as the existing Corporate Plan continues to provide a clear and appropriate strategic framework, and the current refresh is intended to update delivery rather than redefine direction. A full

redesign would also require significant additional time and resources which is not considered necessary at this stage.

3.1.3 Risks of this approach include delaying the implementation of the updated actions and performance measures, reducing organisational focus and causing a disruption to delivery. There is also a substantive resource pressure associated with undertaking a comprehensive review without clear justification.

3.2 Option 2: Do Nothing

3.2.1 This option would retain the existing Corporate Plan without updating the action plan, priorities or performance indicators.

3.2.2 This option was not recommended as the Corporate Plan was designed to be reviewed annually to ensure it remains aligned with current priorities, emerging challenges and resident feedback. The refresh conducted in early 2026 was designed to allow business as usual work to continue and to provide stability to officers during the election period.

3.2.3 Risks with taking this approach include the lack of clarity and transparency around priorities, impacting delivery. There is also an increased risk that resources will not be aligned to the most pressing needs of our residents and the district.

4. COMMENTS OF OVERVIEW & SCRUTINY

(The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.)

4.1 Text

5. POST-DECISION IMPLEMENTATION

5.1 Following approval by Council, the refreshed Corporate Plan and associated action plan will be implemented effective immediately.

5.2 The approved actions and performance indicators will be embedded within service planning processes across the organisation, ensuring that delivery is aligned to the Council's strategic priorities. Service teams will take ownership of individual actions and will be responsible for progressing delivery in line with agreed milestones and timescales.

5.3 Performance against the Corporate Plan will be monitored through the Council's established performance management framework. Progress will be reported on a quarterly basis to the Overview and Scrutiny Panel (Performance and Growth) and Cabinet, providing Members with regular assurance on delivery,

performance trends, and emerging risks. This will enable appropriate challenge and intervention where required.

5.4 The action plan and performance indicators will remain subject to ongoing review to ensure they continue to reflect changing priorities, operational learning, and external factors, including financial pressures and wider sector developments such as Local Government Reorganisation. The Overview and Scrutiny panel for Performance and Growth will continue to challenge the metrics and performance targets, and if amendments are proposed these will be considered by Cabinet.

5.5 A further formal refresh of the Corporate Plan will be undertaken as part of the annual reporting cycle in 2027, at which point Members will have the opportunity to review progress to date, consider any necessary amendments, and approve the next iteration of actions and performance measures.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

6.1.1 The Corporate Plan will establish the Council's key priorities, as well as the actions and performance metrics to be measured.

6.2 Financial Implications

6.2.1 The Corporate Plan does not, in itself, introduce any new financial commitments. All actions and projects contained within the Plan have been developed in line with the Council's existing budget setting process and are reflected within the Medium Term Financial Strategy (MTFS). This ensures that delivery of the Corporate Plan is aligned with available resources and long-term financial planning, with any future financial implications being considered through established governance and budget-setting arrangements.

6.3 Policy Implications

6.3.1 The Corporate Plan provides the Council's overarching strategic framework and does not introduce new standalone policy requirements. Instead, it consolidates and aligns existing policies, strategies, and service plans to ensure a coherent and consistent approach to delivery. Where actions within the Corporate Plan result in the need for new or amended policies, these will be developed and brought forward through the Council's established governance and approval processes.

6.4 Legal & Constitutional Implications

6.4.1 The Corporate Plan forms part of the Council's strategic policy framework and supports the effective discharge of its statutory duties. The proposed refresh does not introduce any direct legal implications; however, it provides the overarching direction within which services operate to ensure compliance with relevant legislation and regulatory requirements.

6.5 Community Impact

6.5.1 The Corporate Plan sets out the Council's priorities and action plan, which are designed to deliver positive outcomes for residents, communities, and businesses across Huntingdonshire. By aligning services and resources to key priorities, the Plan aims to improve quality of life, support economic growth, protect the environment, and ensure that residents are able to access high-quality, value-for-money services.

6.6 Environment & Climate Change Implications

6.6.1 The Corporate Plan supports the Council's commitment to environmental sustainability and addressing climate change by embedding consideration of environmental impacts across its priorities, actions, and decision-making. The refreshed Plan includes activities that contribute to reducing carbon emissions, protecting the natural environment, and promoting sustainable growth. Environmental and climate implications will continue to be considered as part of the development and delivery of individual actions, ensuring alignment with the Council's wider climate ambitions and statutory responsibilities.

6.7 Implications on Resources

6.7.1 Delivery of the Corporate Plan will be met from within existing resources. The actions and projects identified have been developed through the Council's service planning and budget-setting processes and are aligned to available staffing and operational capacity. Any changes to resource requirements arising from the delivery of specific actions will be managed through existing governance arrangements, including service planning, workforce management, and the Medium Term Financial Strategy.

6.8 Local Government Reorganisation (LGR) Implications

6.8.1 The Corporate Plan has been developed with recognition of the potential impact of Local Government Reorganisation and provides a stable strategic framework to guide the Council during this period of change. The refreshed Plan maintains a focus on delivering priorities for Huntingdonshire's residents while remaining sufficiently flexible to respond to emerging proposals and structural changes. Should reorganisation progress, actions and priorities within the Corporate Plan may require review to ensure alignment with the evolving governance and delivery arrangements, and this will be managed through established monitoring and refresh processes.

7. RISK MANAGEMENT

7.1 The delivery of the Corporate Plan is supported by the Council's established risk management framework, with risks identified, monitored, and mitigated through service planning, performance reporting, and governance processes. Regular reporting to Overview and Scrutiny Panel (Performance and Growth) and Cabinet

will provide ongoing oversight of progress, performance, and emerging risks, enabling timely intervention where required.

- 7.2** The ability to deliver all identified actions within available resources and timescales may be impacted by competing priorities, capacity constraints, or external factors. This risk will be managed through robust prioritisation, performance monitoring, and regular review of actions.
- 7.3** There is a risk that the outcome of the LGR proposals, expected in July, may require amendments to the Corporate Plan to ensure alignment with any new governance structures, responsibilities, or strategic direction. This will be mitigated by maintaining flexibility within the Plan and utilising the established annual refresh and monitoring processes to review and update actions and priorities as required.

8. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

8.1

Document List	Custodian	File Location
Corporate Plan Refresh 2026 – Placeholder report ahead of the election to enable reporting to continue until a new administration could draft a plan.	Huntingdonshire District Council Joint Administration	Issue details - CORPORATE PLAN REFRESH 2026/2027 - Huntingdonshire.gov.uk